

Microsoft
Confidential 1.

Systems Release Plan Summary - December 2nd, 1993

PLAINTIFF'S
EXHIBIT
1916
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Systems Competitors:

- ◆ **Novell:**
 - Investing in building (from the server) a platform for apps. Strategic goal is to get control of client API's.
 - DSOM/OpenDoc supporter
- ◆ **IBM:**
 - OS/2 as a volume platform
 - supplier of client/server platform (DSOM, DCE, etc.)
- ◆ **“Middleware providers”**
 - Lotus Notes
 - Oracle
 - DSOM/OpenDoc, Appware supporters (OMG, IBM, Novell, Apple)
- ◆ **Other OS providers:**
 - Apple
 - Sunsoft

Key System Objectives:

- ◆ **Maintain market share**
 - do not lose to OS/2 (32bit m'tasking OS in 8MB)
 - turn ISV treadmill
 - make things simpler for user & admin.
 - grow in emerging markets/capabilities (eg. home, MM)
- ◆ **Grow per PC revenue (from \$35 -> \$50+ per PC over 3 years)**
- ◆ **Grow server market share (to 30+% over four years)**
- ◆ **Offer users new/improved functionality - esp. in area's of ease-of-use, information storage/access & workgroup support, application structure/use, new media types**
 - ensure that customers do not turn to middleware for needed new functionality, eg. Notes, DSOM, OpenDoc, Talligent, Appware, etc.
- ◆ **Structure releases to increase synergy between Systems, DAD, and DDT**

Strategies to support Systems Objectives: summary

- ◆ **Market Share:**
 - Chicago to meet basic goals: 4MB upgrade, EoU, 32bit OS, and schedule
- ◆ **Revenue:**
 - partition Chicago into base + premium, charge = DOS+Win3.1 for base, extra for premium.
- ◆ **Server share:**
 - ensure NT wins on server
 - use client side function to differentiate
- ◆ **User needs and middleware:**
 - raise function of file system (eliminate "multiple databases")
 - consistent model for customizing apps and system, writing client server apps
 - provide degree of x-platform support
- ◆ **Structure releases to increase synergy between Systems, DAD, and DDT:**
 - Line up major set of systems function to coincide with major Office rel.

Assumptions:

- ◆ ISV's will not exploit function until it is available (without a h/w upgrade) to a large % (>30%) of installed based, thus key ISV platforms/events will be:
 - "94 Wave": Chicago - Q3'CY94 (Win32, OLE2, Shell Ext, MAPI, PnP)
 - "96 Wave": Memphis - Q1'CY96 (OFS on client and server, on Chicago kernel and NT, Component/OLE based UI on Chicago and NT)
 - We will encourage ISVs to exploit these platforms fully (needed to keep treadmill turning on competitors)

Assumptions contd:

- ◆ **We need the NT investment stream to gain market share on the server:**
 - emphasis for Cairo release will be server market (performance, distributed security, DFS, (OFS based) directory service, etc.)
 - to gain share significantly, we need new client side end-user function on high volume client (eg. put OFS on Chicago)
 - but, we will not position NT only as a server:
 - ◆ service high workstation customers
 - ◆ keep the faith
- ◆ **How will we compete with Novell**
 - long term strategy will be to upgrade storage functions of the client, and offer better client service from an MS server
 - offer high degree of interoperability with Netware
- ◆ **ISSUE: how far do we go in adapting to Netware**
 - interoperability/compatibility vs. Novell clone
 - engineering/mindset tradeoff: SMB vs. NCP

Assumptions contd:

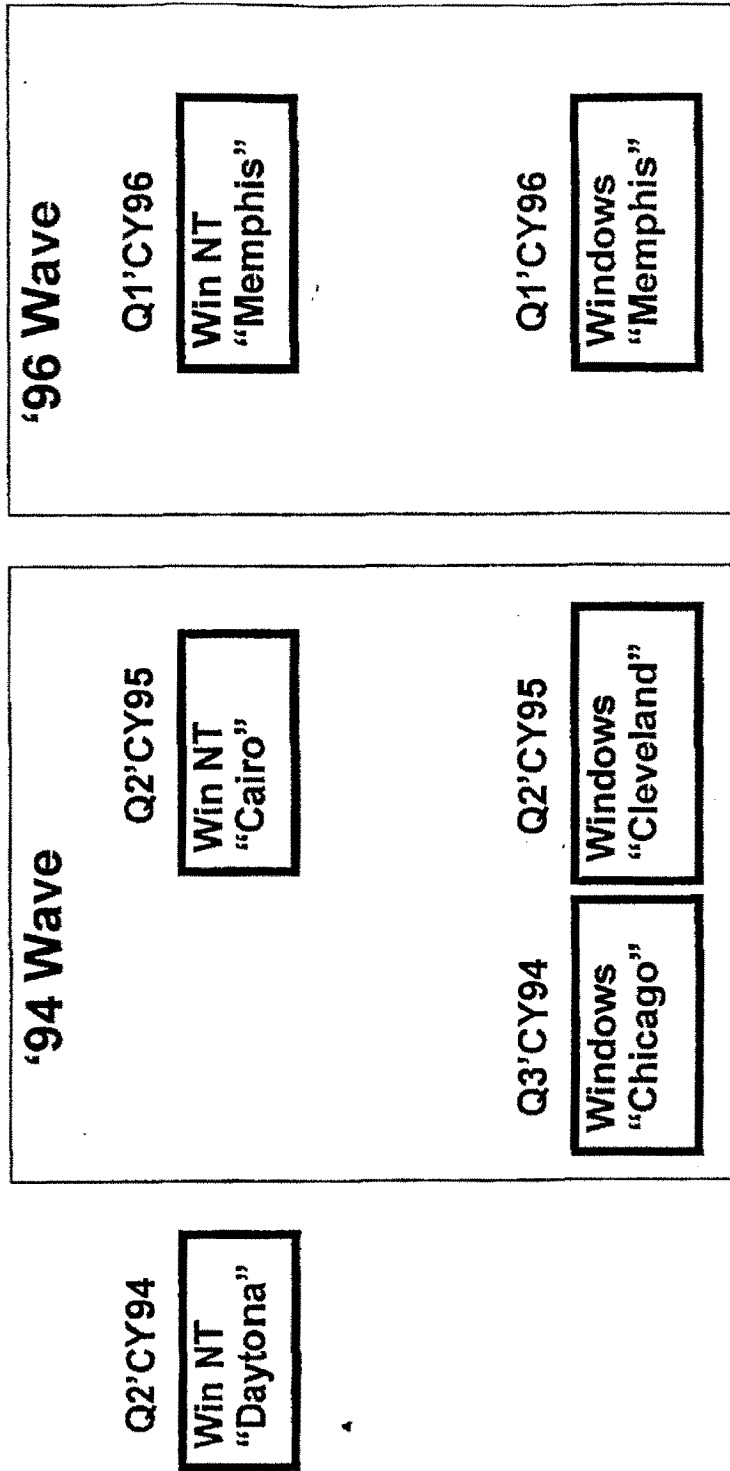
- ◆ **Principle Notes competition will be offered by:**
 - EMS, Capone in CY'94/CY'95
 - some improvement with Cairo in H1'CY95 (integrated directory service for admin & wkgroup)
 - then Memphis in CY'96 (full store integration, event system, document customization tools, etc.)
- ◆ **ISSUE: how do we position LMS/EMS/MAPI wrt:**
 - Do we evangelize it as a key storage facility in Chicago - what can be delivered? What scenario's will it be appropriate for?
 - How do we position LMS/EMS vs OFS and how do we handle transition.

Systems Generations

- ◆ Provide two major "waves" for end-users and ISVs:

| '94 Wave: start Q3'CY'94 | '96 Wave: start Q1'CY'96 |
|---|---|
| <p><u>ISV Functionality:</u></p> <ul style="list-style-type: none">◆ Win32◆ OLE2◆ Shell Ext◆ MAPI as xport◆ MAPI as store?◆ PnP◆ OLE3 (Distributed) | <p><u>ISV Functionality:</u></p> <ul style="list-style-type: none">◆ OFS on client and server (rich data store: query access, replication, scalability, events, etc.)◆ Component UI Environment (OLE controls, forms, automation, events, common VB customization) |
| <p><u>End User Function:</u></p> <ul style="list-style-type: none">◆ New UI◆ PnP◆ Better multitasking◆ Integrated Mail/Wkgrp support◆ Better System & LAN/WAN admin | <p><u>End User Function:</u></p> <ul style="list-style-type: none">◆ UI customization integrated with OLE, VBA enabled apps◆ Single rich data store with common access methods, etc.◆ Complete distributed admin. |

Systems Release Summary



Release Priorities: Win NT Daytona

Q2'CY94

Win NT
"Daytona"

Target customers:

- ♦ #1 Server (performance, size, netware support)
- ♦ #2 Highend/Tech. Workstation (size/perf. & OGL)

Target ISVs:

- ♦ Server
- ♦ Highend/Tech. Workstation (CAD, mission critical verticals)

Priorities:

- ♦ Quality, customer satisfaction
- ♦ Server performance
- ♦ General size/performance

Release Priorities: Chicago

Q3'CY94

Windows
"Chicago"

Target customers:

- ♦ Current Win3.1 user (386/4+MB)
- ♦ New general desktop user (486/8MB)

Target ISV's:

- ♦ All general desktop ISVs
 - ♦ Win32
 - ♦ OLE2
 - ♦ UI (explorer extensions, controls, LFN's)
 - ♦ MAPI (address book, messaging)
 - ♦ PnP

Priorities:

- ♦ Easy upgrade for Win3.1 user
- ♦ Ease of use (UI, PnP), 32bit m'tasking OS
- ♦ New function for ISVs
- ♦ Improved admin. of system
- ♦ Ship on schedule in CY'94!

Release Priorities: Windows Cleveland

Q2'CY95

Windows
"Cleveland"

Target customers:

- ♦ All Chicago users

Target ISVs:

- ♦ All client side ISVs (access to Cairo DS thru MAPI, distributed OLE)

Priorities:

- ♦ Low risk (minimize re-test) function hanging over from Chicago
- ♦ Client side support for Cairo (DFS, dist. security, OLE3)
- ♦ Sync'd with Cairo

Release Priorities: Windows Memphis

Q1'CY96

Windows
"Memphis"

Target customers:

- ♦ All Chicago users (486/8MB)

Target ISVs:

- ♦ All client side ISVs (access to OFS for info. storage, Component Forms UI)

Priorities:

- ♦ New function:
 - ♦ OFS as standard rich "database-like" file system
 - ♦ Component Forms/OLE UI Environment:
 - ♦ OLE controls, automation, forms for Shell
 - ♦ "VBxxx" as common customization environment

Release Priorities: Windows NT Memphis

Q1'CY96

Win NT
"Memphis"

Target customers:

- ◆ Servers
- ◆ Highend desktop

Target ISVs:

- ◆ All ISVs

Priorities:

- ◆ Customer satisfaction
- ◆ Same function as Windows Memphis

Priorities/Missions for Development Groups

◆ Personal Systems Group - near term:

> Chicago:

- ◆ #1: Meet basic Chicago goals: reasonable upgrade for 4MB Win3.1 user; ease-of-use (UI&PnP); excellent pre-emptive m'tasking, 32bit OS in 8MB.
 - ◆ #2: Ship with quality as soon as possible (missing CY'94 is a disaster)
 - ◆ #3: Increase revenues yield per PC out of retail and OEM (\$30 -> \$50+/PC target)
- > Plan/own functionality needed for volume desktop - eg. multimedia, games graphics, Plug n'Play.

Priorities/Missions for Development Groups

- ◆ **Advanced Systems Group - near term:**
 - **Priorities:**
 - ◆ #1 ensure that we gain share on the server:
 - ⇒ performance
 - ⇒ system admin
 - ⇒ interoperability
 - ◆ #2 ensure that we expose new function on high-volume client to drive new function (eg. file system functions)
 - ◆ #3 highend desktop
 - **Own core technologies for use on server and client:**
 - ◆ OLE plumbing
 - ◆ OFS
 - ◆ System admin

Joint Priorities:

- ◆ **Plan how to use functionality on client and server to offer better functionality than:**
 - Novell
 - Middleware providers (Notes, Talligent)
- ◆ **Plan to use common subsystems/drivers to reduce costs, improve time to market:**
 - OLE plumbing (done)
 - OFS (done)
 - Component/OLE UI & environment (done)
 - Graphics/Printing (not done)
 - Window Management (not done)
 - Multimedia (done in principle)
- ◆ **Re-organize if needs be to ensure the above.**

Functions available to ISVs

| Function: | Platform | Chicago-16 | Chicago-32 | NT-16 | NT-32 |
|----------------------------|---|------------|------------|---------|----------|
| | Win3.1/Win32s | | | | |
| 32bit .EXE | now | N/A | Chicago | N/A | now |
| Long File Names | N/A | Chicago | Chicago | Daytona | now |
| OLE2 | now | Chicago | Chicago | Daytona | Daytona |
| Distributed OLE | n/a | n/e | Cleveland? | n/e | Cairo |
| Chicago Shell Ext | N/A | n/e | Chicago | n/e | Cairo |
| Chicago Dialogues/Controls | Q3'CY94 | n/e | Chicago | n/e | Cairo |
| OLE Controls | n/e | Chicago | Chicago | Cairo | Cairo |
| PinP Messages | N/A | Chicago | Chicago | Cairo | Cairo |
| D.I.C. | N/A | n/e | Chicago | n/e | Cairo |
| MAPI-32 | n/e | n/e | Chicago | n/e | EMS? |
| OFS | N/A | n/e | Memphis | n/e | Cairo |
| Component Forms | n/e | n/e | Chicago* | n/e | Chicago* |
| Component UI Env | n/e | n/e | Memphis | Memphis | Memphis |
| Key: | | | | | |
| | N/A = not applicable (not technically feasible) | | | | |
| | n/e = not exposed | | | | |
| | * = need productization plan | | | | |

Items not addressed in this presentation:

- ◆ **Organization for support sharing of objectives and code**
- ◆ **Systems Technical agenda:**
 - File Systems - strategy clear (OFS), plans need work (eg. work to host on Chicago)
 - Object Model - strategy clear (COM/OLE)
 - UI environment - strategy clear (Component/UI env.), plans need work
 - Workgroup - transition from EMS/LMS to OFS needs work
 - Graphics/MM/Printing - no clear plan
 - Window Management - no clear plan
 - System Management - need to document plan